



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



April 29, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

SHERIFF'S DEPARTMENT OVERTIME REPORT BACK

This correspondence is in response to your Board's March 16 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period of March 16, through March 31, 2011, were \$2,622,051. Seventy-four percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$592,584.

In June 2011, the Department began its 16-month effort to cut \$128 Million from our budget. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The CARP program has been successful as an effort to curtail overtime. The drastic measures taken to reach these goals have taken a serious burdensome toll on Department operations, which will inevitably have an adverse impact on our public safety efforts.

A Tradition of Service

The Department remains vigilant and committed to cutting \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to cut the budget. During the period from March 16 through March 31, 2011, 3,717 positions were filled. This was accomplished in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between September 2010 through March 31, 2011, to 36,663.

Although the use of the CARP program has been very effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to overtime reduction measures during this reporting period include:

- All divisions are continuing to report delays and inability to perform their daily duties due to the participation in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a significant reduction in productivity. Projects and improvement ideas are being delayed and the workload of Law Enforcement Information Sharing sworn staff has increased. Records and Information Bureau report that the decrease in personnel and supervision is resulting in potential organizational liabilities due to faulty warrant data. The deficiency could result in false arrest, illegal detentions, and the potential for officer safety issues.
- Leadership and Training Division reports a continued backlog in processing Force Package reviews and Watch Commander's Service Comment Reports (SCR). They are unable to resolve SCR related discrepancies, generate accountability reports for late or outstanding investigative packets, and accurately prepare for several mediations. There have been delays in the pre-investigation of five new lawsuits and delays in gathering materials for time sensitive discovery.
- Homeland Security Division reports that Aero Bureau was unable to respond to 119 calls for service due to staffing shortages. Metrolink detectives are unable to investigate or complete their cases. Prioritization of duties has left due diligence preparation behind. Due to CARP responsibilities and prolonged staffing shortages, Special Enforcement Bureau's Air Rescue 5 was unable to respond to a mountain rescue call for service. They were also unable to attend a vital interagency training. Transit Services Bureau has a backlog of citations that are

waiting to be entered into the Crossroads system due to seven vacant clerk positions. Four vacant law enforcement technician positions are causing staffing issues on the 911 desk.

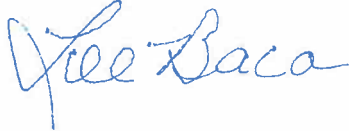
- Custody Operations Division (Custody) reports an increase in inmate population density due to curtailment efforts and partial facility closures. To achieve the required budgetary and staffing curtailments, Custody has closed 4,607 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent. Custody Support Services (CSS) is in the process of writing or revising over 100 policies. Some of these are court mandated and others are risk management changes due to past or current litigation. Due to the CARPing of personnel, the majority of these policies are overdue and will continue to expose us to potential liabilities. CSS is responsible for the completion of all inmate death reviews and inmate disturbance reviews. Currently, there are 12 death reviews that have yet to be completed due to scheduling conflicts of CARPing personnel. Disturbance reviews have been consistently one to three months overdue.
- Correctional Services Division reports a continued increase in backlog of administrative projects and reports. Staffing shortage necessitated sergeants and lieutenants to conduct line-level tasks, reducing management and supervision. There were delays in "Quality Control" of jackets, which could cause over detentions and erroneous releases. Intermittently, over the counter bookings at the Inmate Reception Center were closed from 0200-0700 hours due to lack of document control clerks. Medical Services Bureau currently has a backlog of 46 ACLU/Extradition responses and a backlog of 38 court order responses.
- All Field Operations Regions are reporting a continual increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate, solve, and close cases.
- All investigative units are reporting a high number of investigative hours lost due to CARPing of investigators. Follow-up on leads of active investigations are postponed due to the curtailment of overtime and the investigators' inability to complete them in a 40-hour work week. There is a continued reduced level of continuity and efficiency of investigations due to the lost hours.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have

April 29, 2011

experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in blue ink that reads "Leroy D. Baca". The signature is written in a cursive, flowing style.

LEROY D. BACA
SHERIFF